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LECTURE ON THE CENTRAL INTELLIGENCE AGENCY
AND ITS MISSION

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PRESENTED AT THE NATIONAL WAR COLLEGE
WASHINGTON, D. C.

25 MARCH 1948

BY

THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE
BRIG. GENERAL E. K. WRIGHT, U. S. A.

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DOCUMENT NO. _____
NO CHANGE IN CLASS. ☐
☐ DECLASSIFIED
CLASS. CHANGED TO: TS S *Owll*
NEXT REVIEW DATE: _____
AUTH: HR 10-2
DATE: 14 APR 1981 REVIEWER

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Approved For Release 2003/01/27 : CIA-RDP80R01731R001400150001-4

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Approved For Release 2003/01/27 : CIA-RDP80R01731R001400150001-4

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THIS TALK, FROM MY VIEWPOINT, IS
BEING APPROACHED WITH SOME SHYNESS AND
CONSIDERABLE MISGIVING--WHEN I THINK OF
THE STATURE OF YOUR USUAL GUEST SPEAKERS.
BECAUSE OF THAT, AND WITH DEFERENCE TO MY
AGE, I HOPE YOU WILL PERMIT A DEPARTURE
FROM WHAT I UNDERSTAND IS A USUAL CUSTOM
--HANDING MY PREPARED DISCUSSION TO THE
DIRECTOR AND SHOOTING "OFF THE CUFF".

A DISCUSSION OF THE CENTRAL INTELLI-
GENCE AGENCY AND ITS MISSION INVOLVES MANY
ANGLES AND I PROPOSE TO COVER THEM UNDER
THREE GENERAL HEADINGS:

1. THE BACKGROUND LEADING UP TO
THE FORMATION OF SUCH AN AGENCY.

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2. THE GENERAL ORGANIZATIONAL
STRUCTURE OF THE AGENCY AND ITS POSITION
IN THE NATIONAL PICTURE.

3. A MORE DETAILED EXPLANATION
OF SOME OF THE ACTIVITIES OF THE AGENCY.

LIKE ALL THINGS, AMERICAN INTELLI-
GENCE HAS A HISTORY. IT DEFINITELY HAS A
LURID PAST. WE BELIEVE IT HAS A BRILLIANT
FUTURE. BUT THAT FUTURE DEPENDS A GREAT
DEAL ON A COMMON UNDERSTANDING BY ALL
DEPARTMENTS AND AGENCIES OF THE INTELLI-
GENCE NEEDS OF THE NATION.

ONE OF THE GREATEST THINGS THAT HAS
COME OUT OF THE RECENT WAR HAS BEEN THE
TREMENDOUS GROWTH OF INTELLIGENCE TECH-
NIQUES AND THE AWARENESS OF BOTH CIVILIAN
AND MILITARY ELEMENTS OF ITS EXISTENCE.
BEFORE THE WAR, AS YOU KNOW, INTELLIGENCE

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WAS MAINLY A STAFF FUNCTION RELEGATED,
UNFORTUNATELY, TO AN ALL TOO SMALL A
POSITION IN THE ARMED FORCES AND THE
DEPARTMENT OF STATE.

I THINK IT CAN BE SAID WITHOUT
CHALLENGE THAT BEFORE THE WAR OUR INTELLI-
GENCE SERVICE COULD IN BUT FEW WAYS COMPARE
WITH THAT OF GREAT BRITAIN, FRANCE, RUSSIA,
GERMANY, OR JAPAN. WE HAD A POOR INTELLI-
GENCE SERVICE BECAUSE THE PEOPLE OF THIS
COUNTRY DID NOT BELIEVE IN IT. IT WAS FELT
THAT THERE WAS SOMETHING UN-AMERICAN ABOUT
ESPIONAGE AND EVEN ABOUT INTELLIGENCE
GENERALLY.

AS THE UNITED STATES FOUND ITSELF
SUDDENLY PROJECTED INTO A GLOBAL WAR,
IMMENSE GAPS IN OUR KNOWLEDGE BECAME READILY
APPARENT. THE WORD "INTELLIGENCE" QUICKLY

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TOOK ON A FASHIONABLE CONNOTATION. EACH NEW WAR-TIME AGENCY -- AS WELL AS THE OLDER DEPARTMENTS -- SOON BLOSSOMED OUT WITH INTELLIGENCE STAFFS OF THEIR OWN, EACH PRODUCING A MASS OF UNCOORDINATED INFORMATION. THE RESULTANT COMPETITION FOR FUNDS AND SPECIALIZED PERSONNEL WAS A MONUMENTAL EXAMPLE OF WASTE. THE WAR AND NAVY DEPARTMENTS DEVELOPED FULL POLITICAL AND ECONOMIC INTELLIGENCE STAFFS--AS DID THE RESEARCH AND ANALYSIS DIVISION OF O. S. S. THE BOARD OF ECONOMIC WARFARE AND ITS SUCCESSOR, THE FOREIGN ECONOMIC ADMINISTRATION, ALSO DELVED DEEPLY INTO THE FIELDS OF ECONOMIC INTELLIGENCE. NOT CONTENT WITH STAFFS IN WASHINGTON, THEY ESTABLISHED BRANCHES IN LONDON, ON THE CONTINENT, AND IN THE PACIFIC AREAS.

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WHEN, FOR EXAMPLE, OFFICIALS REQUESTED A REPORT ON THE STEEL INDUSTRY OF JAPAN, OR THE ECONOMIC CONDITIONS IN THE NETHERLANDS EAST INDIES, THEY HAD TO CHOOSE FROM THE REPORTS OF THE BOARD OF ECONOMIC WARFARE, G-2, ONI, OR THE O. S. S. --JUST TO NAME A FEW. AND, BECAUSE THESE AGENCIES HAD COMPETED TO SECURE THE BEST PERSONNEL, IT WAS NECESSARY FOR EACH OF THEM TO BACK UP ITS EXPERTS BY ASSERTING THAT ITS REPORTS WERE THE BEST AVAILABLE AND THAT THE OTHERS MIGHT BE DISREGARDED.

THIS MIGHT BE A GOOD PLACE TO TALK A LITTLE ABOUT THE OFFICE OF STRATEGIC SERVICES--THE O. S. S. IT WAS ONE OF THE COMPETING AGENCIES MENTIONED, BUT REGARDLESS OF ITS VARIOUS ACTIVITIES IN THE INTELLIGENCE FIELD AND CERTAIN OF ITS KNOWN FAILURES,

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IT NEVERTHELESS MARKED A TURNING POINT IN THE DEVELOPMENT OF OUR NATIONAL INTELLIGENCE SYSTEM.

AS YOU KNOW, THE O. S. S. WAS ESTABLISHED FOR THE PURPOSE OF GATHERING TOGETHER MEN OF EXCEPTIONAL BACKGROUND AND ABILITY WHO COULD OPERATE IN THE FIELD OF NATIONAL, RATHER THAN DEPARTMENTAL INTELLIGENCE. IN WEIGHING THE MERITS OF THE O. S. S., ONE SHOULD REMEMBER THAT IT CAME LATE INTO THE FIELD. IT WAS A STOP-GAP. OVERNIGHT IT WAS GIVEN A FUNCTION TO PERFORM THAT THE BRITISH, FOR EXAMPLE, HAD BEEN DEVELOPING AGGRESSIVELY SINCE THE DAYS OF QUEEN ELIZABETH. WHEN ONE CONSIDERS THESE FACTS, THE WORK OF THE O. S. S. WAS QUITE REMARKABLE AND ITS FAILURES MUST BE WEIGHED AGAINST ITS SUCCESSES. IT IS

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EXPRESSING IT LIGHTLY TO SAY THAT WE GREATLY
PROFIT BY ITS ACTIVITIES, ITS EXPERIENCES,
AND ITS MISTAKES.

THE SHORTCOMINGS OF OUR PRE-WAR
INTELLIGENCE SYSTEM WERE HIGH-LIGHTED BY
THE STUDY AND CONCLUSIONS OF THE JOINT
CONGRESSIONAL COMMITTEE WHICH INVESTIGATED
THE ATTACK ON HAWAII. THE COMMITTEE MADE
MANY SOUND RECOMMENDATIONS WHICH HAVE BEEN
INCORPORATED INTO OUR PRESENT THINKING.

TO BRIEF THE CONCLUSIONS OF THE JOINT
CONGRESSIONAL COMMITTEE, THEY FOUND THAT:

1. VERY SIGNIFICANT INFORMATION
HAD NOT BEEN CORRECTLY OR THOROUGHLY
EVALUATED.

2. A GREAT DEAL OF IMPORTANT
EVALUATED INFORMATION HAD NOT BEEN PASSED
TO FIELD COMMANDERS.

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3. OBVIOUS SOURCES HAD NOT BEEN EXPLOITED.

4. THE COLLECTION AND DISSEMINATION OF INTELLIGENCE HAD NOT BEEN COORDINATED. TO BRIEF THEIR CONCLUSIONS EVEN FURTHER, THEY STRESSED THE FAILURE TO CENTRALIZE INTELLIGENCE.

WITHOUT BORING YOU WITH A MASS OF QUOTATIONS FROM THE REPORT, IT IS PERTINENT TO QUOTE ONE BRIEF PARAGRAPH:

"THE SECURITY OF THE NATION CAN BE INSURED ONLY THROUGH CONTINUITY OF SERVICE AND CENTRALIZATION OF RESPONSIBILITY IN THOSE CHARGED WITH HANDLING INTELLIGENCE."

THE END OF THE WAR FOUND THE UNITED STATES IN A POSITION OF INTERNATIONAL IMPORTANCE AND POWER IN A VERY UNSTABLE

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WORLD--AND THAT POSITION MAINTAINS TODAY,
WE MUST NEVER AGAIN FIND OURSELVES CON-
FRONTED WITH THE NECESSITY FOR DEVELOPING
PLANS AND POLICIES ON THE BASIS OF INTELLI-
GENCE COLLECTED, COMPILED, AND INTERPRETED
BY A FOREIGN GOVERNMENT. IT IS COMMON
KNOWLEDGE THAT WE FOUND OURSELVES IN JUST
THAT POSITION, AS REGARDED THE EUROPEAN
THEATRE, AT THE BEGINNING OF THE WAR. FOR
MONTHS WE HAD TO ~~TRUST~~ ^{LEAN} BLINDLY AND TRUSTINGLY
ON THE SUPERIOR INTELLIGENCE SYSTEM OF THE
BRITISH. OUR SUCCESSES PROVE THAT THIS
TRUST WAS WELL PLACED.

HOWEVER, IN MATTERS SO VITAL TO A NATION
HAVING OUR RESPONSIBILITIES, THE UNITED
STATES MUST NEVER AGAIN BE FORCED TO GO,
HAT IN HAND, BEGGING A FOREIGN GOVERNMENT

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FOR THE EYES--THE FOREIGN INTELLIGENCE--
WITH WHICH TO SEE.

TO BRING US UP TO DATE -- OUR WAR
EXPERIENCE, THE CONCLUSIONS OF THE JOINT
CONGRESSIONAL COMMITTEE WHICH INVESTIGATED
THE HAWAIIAN ATTACK, AND THE STUDIES OF
MANY OTHER GROUPS AND COMMITTEES, FOCUSED
ATTENTION ON THE NEED FOR A CENTRALIZED
INTELLIGENCE SYSTEM.

AS MOST OF YOU KNOW, A NATIONAL
INTELLIGENCE AUTHORITY WAS ESTABLISHED BY
EXECUTIVE DIRECTIVE IN JANUARY 1946. THE
CENTRAL INTELLIGENCE GROUP WAS DESIGNATED
AS THE OPERATING AGENCY OF THE NATIONAL
INTELLIGENCE AUTHORITY. SINCE THE CENTRAL
INTELLIGENCE GROUP HAS ~~NOW~~ BEEN LEGALIZED
BY THE NATIONAL SECURITY ACT OF 1947--

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UNDER THE NAME OF THE CENTRAL INTELLIGENCE AGENCY--I SHALL NOT DISCUSS THE OLD ORGANIZATION FURTHER--BUT WILL PROCEED TO THE NEW.

YOU ARE ALL ACQUAINTED WITH THE ORGANIZATION OF THE NATIONAL SECURITY COUNCIL AND ITS FUNCTIONS. THE CENTRAL INTELLIGENCE AGENCY IS ESTABLISHED UNDER THIS COUNCIL, TO ALL INTENTS AND PURPOSES, THEREFORE, THE NATIONAL SECURITY COUNCIL TAKES THE PLACE OF THE OLD NATIONAL INTELLIGENCE AUTHORITY, WHICH ^{WAS} ~~IS~~ SPECIFICALLY ABOLISHED BY THE ACT. IT THEREFORE IS THE AUTHORITY FOR DIRECTING THE PLANNING, DEVELOPMENT, AND COORDINATION OF ALL FEDERAL FOREIGN INTELLIGENCE ACTIVITIES.

THE NATIONAL SECURITY ACT OF 1947 PROVIDED ^D FOR A DIRECTOR OF CENTRAL INTELLIGENCE TO BE APPOINTED BY THE PRESIDENT, BY AND WITH THE ADVICE AND CONSENT OF THE SENATE,

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FROM EITHER CIVILIAN OR MILITARY LIFE.
CERTAIN ADDITIONAL SAFEGUARDS ARE THEN
INCLUDED, SO THAT THE DIRECTOR SHALL NOT
BE SUBJECT TO THE USUAL SUPERVISION, RESTRIC-
TIONS AND PROHIBITIONS WHICH APPLY TO
MEMBERS OF THE ARMED FORCES. IT PROVIDES
THAT HE IS NOT TO POSSESS OR EXERCISE ANY
SUPERVISION, CONTROL, POWERS OR FUNCTIONS--
OTHER THAN THOSE HE WOULD EXERCISE AS
DIRECTOR OF CENTRAL INTELLIGENCE--OVER ANY
COMPONENT OF THE ARMED SERVICES. THESE
CLAUSES WERE INCLUDED IN THE ACT TO ASSURE
TO THE SATISFACTION OF THE CONGRESS THAT
THE DIRECTOR WOULD BE FREE FROM UNDUE
SERVICE POLITICS OR INFLUENCE.

THE LAW SPECIFICALLY PROVIDES THAT OUR
AGENCY SHALL HAVE NO POLICE, SUBPOENA,

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LAW ENFORCEMENT POWERS, OR INTERNAL SECURITY FUNCTIONS. WE ARE MOST HAPPY TO HAVE THIS INCLUDED IN THE LAW. WE HAVE CONSISTENTLY URGED THAT CENTRAL INTELLIGENCE HAVE NOTHING WHATSOEVER TO DO WITH POLICE POWERS OR FUNCTIONS CONNECTED WITH THE INTERNAL SECURITY OF THE UNITED STATES. THE INTERNAL SECURITY FUNCTIONS ARE PROPERLY A PART OF THE WORK OF THE F. B. I., AND WE HAVE NO DESIRE TO INTERFERE WITH THIS. IT IS A BURDEN WHICH WE DO NOT WISH TO ASSUME.

WE HAVE CERTAIN DEFINITE FUNCTIONS UNDER THE LAW WHICH I WILL DESCRIBE.

FIRST IS THE DUTY TO MAKE RECOMMENDATIONS TO THE SECURITY COUNCIL FOR THE COORDINATION OF THE INTELLIGENCE ACTIVITIES OF THE GOVERNMENT INSOFAR AS THEY RELATE TO

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THE NATIONAL SECURITY. THIS PLANNED COORDINATION IS OF PARTICULAR IMPORTANCE IN DETERMINING PRIMARY FIELDS OF INTELLIGENCE RESPONSIBILITY OF THE VARIOUS DEPARTMENTS AND AGENCIES. WE ARE--IN THE FIELDS OF COLLECTION, EVALUATION, AND DISSEMINATION --WORKING TO PREVENT OVERLAPPING FUNCTIONS; THAT IS, TO ELIMINATE DUPLICATE ROLES AND MISSIONS. AND TO ELIMINATE DUPLICATE SERVICES IN CARRYING OUT THESE FUNCTIONS.

THE NEXT PROVISION OF THE LAW PROVIDES FOR THE CORRELATION AND EVALUATION WITHIN THE GOVERNMENT OF INTELLIGENCE RELATING TO THE NATIONAL SECURITY. THIS IS A MAJOR COMPONENT OF A SUCCESSFUL CENTRAL INTELLIGENCE AGENCY.

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THE LAW DIRECTS THAT THE CENTRAL INTELLIGENCE AGENCY WILL PROVIDE FOR THE APPROPRIATE DISSEMINATION OF INTELLIGENCE WITHIN THE GOVERNMENT. IT MAKES THE DIRECTOR OF CENTRAL INTELLIGENCE RESPONSIBLE FOR PROTECTING INTELLIGENCE SOURCES AND METHODS FROM UNAUTHORIZED DISCLOSURE.

THE CENTRAL INTELLIGENCE AGENCY IS DIRECTED TO PERFORM, FOR THE BENEFIT OF THE EXISTING INTELLIGENCE AGENCIES, SUCH ADDITIONAL SERVICES OF COMMON CONCERN AS CAN BE MORE EFFICIENTLY ACCOMPLISHED CENTRALLY. AND THE AGENCY IS FURTHER DIRECTED TO PERFORM SUCH OTHER FUNCTIONS AND DUTIES RELATED TO INTELLIGENCE AFFECTING THE NATIONAL SECURITY AS THE NATIONAL SECURITY COUNCIL MAY DIRECT.

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IT MUST ALSO BE NOTED THAT THE LAW SPECIFICALLY PROVIDES THAT THE DEPARTMENTS AND OTHER AGENCIES OF THE GOVERNMENT SHALL CONTINUE TO COLLECT, EVALUATE, CORRELATE, AND DISSEMINATE DEPARTMENTAL INTELLIGENCE. THE EFFICIENT CONDUCT OF THESE FUNCTIONS BY THE VARIOUS DEPARTMENTS WILL ACCRUE TO THE EFFICIENCY OF OUR NATIONAL INTELLIGENCE SYSTEM. INFORMATION GATHERED IN THE FIELD IS SENT TO THE DEPARTMENT RESPONSIBLE FOR ITS COLLECTION. THIS MATERIAL IS NECESSARY TO THAT DEPARTMENT IN THE COURSE OF ITS DAY-TO-DAY OPERATIONS. EACH DEPARTMENT MUST HAVE PERSONNEL AVAILABLE TO DIGEST THIS INFORMATION AND PUT IT TO SUCH USE AS IS NECESSARY WITHIN THAT DEPARTMENT.

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THE HEADS OF GOVERNMENT DEPARTMENTS AND AGENCIES MUST BE CONSTANTLY INFORMED OF THE SITUATION WITHIN THEIR OWN FIELDS IN ORDER TO DISCHARGE THEIR OBLIGATIONS TO THE NATION. WITH THIS DEPARTMENTAL NECESSITY CENTRAL INTELLIGENCE WILL NOT INTERFERE. EACH DEPARTMENT MUST EVALUATE, CORRELATE, AND INTERPRET THAT INTELLIGENCE INFORMATION WHICH IS WITHIN ITS OWN EXCLUSIVE COMPETENCE AND WHICH IS NEEDED FOR ITS OWN DEPARTMENTAL USE.

CENTRAL INTELLIGENCE, IN ADDITION TO ITS COORDINATING AND COLLECTION FUNCTIONS, MUST DEAL WITH INTELLIGENCE ON A NATIONAL, AS DISTINGUISHED FROM A DEPARTMENTAL, LEVEL. THE RESEARCH AND EVALUATION CONDUCTED BY THE CENTRAL AGENCY MUST BE TURNED TO THE

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PRODUCTION OF ESTIMATES IN THE FIELD OF
NATIONAL INTELLIGENCE. ON THESE ESTIMATES
THE PRESIDENT AND OTHER APPROPRIATE OFFICIALS
CAN DRAW A WELL-ROUNDED PICTURE ON WHICH TO
BASE THEIR POLICIES. AND IT MUST BE CLEARLY
BORNE IN MIND THAT THE CENTRAL INTELLIGENCE
AGENCY DOES NOT MAKE POLICY.

THE ESTIMATES FURNISHED IN THE FORM
OF STRATEGIC AND NATIONAL POLICY INTELLI-
GENCE BY THE CENTRAL INTELLIGENCE AGENCY
FILL A MOST SERIOUS GAP IN OUR FORMER
INTELLIGENCE STRUCTURE. THESE ESTIMATES
MUST REPRESENT THE MOST COMPREHENSIVE,
COMPLETE AND PRECISE NATIONAL INTELLIGENCE
AVAILABLE TO THE GOVERNMENT. WITHOUT A
CENTRAL RESEARCH STAFF PRODUCING THIS
MATERIAL, OUR INTELLIGENCE SYSTEM WOULD

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MERELY RESEMBLE A COSTLY GROUP OF FACTORIES, EACH TURNING OUT COMPONENT PARTS, WITHOUT A CENTRAL ASSEMBLY LINE FOR THE FINISHED PRODUCT.

NOW AS TO A GENERAL OUTLINE OF THE CIA ORGANIZATIONAL STRUCTURE--AND I HOPE TO KEEP IT GENERAL AS I KNOW YOU MUST BE PLAGUED WITH THE REVIEW OF DETAILED ORGANIZATIONAL CHARTS WHICH ARE IMMEDIATELY FORGOTTEN. YOU WILL NOTE FROM WHAT HAS ALREADY BEEN DISCUSSED THAT THE CENTRAL INTELLIGENCE AGENCY, IN ADDITION TO THE FUNCTION OF COORDINATING THE COLLECTION, EVALUATION, AND DISSEMINATING ACTIVITIES OF OUR NATIONAL INTELLIGENCE STRUCTURE, HAS CERTAIN COLLECTION, RESEARCH AND EVALUATION, AND DISSEMINATING OPERATIONS

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OF ITS OWN. TO PERFORM THESE FUNCTIONS
WE HAVE ESTABLISHED ~~FOUR~~ ^{FIVE} SEPARATE OFFICES
EACH UNDER AN ASSISTANT DIRECTOR WITH AN
OVER-ALL SERVICE TYPE OF EXECUTIVE STAFF.

LET US LOOK FIRST AT THE COMMAND AND
STAFF PART OF THE PICTURE. THE DIRECTOR
OF CENTRAL INTELLIGENCE AND THE DEPUTY
DIRECTOR ARE NOT ASSIGNED SEPARATE SPECIFIC
TASKS AS IT IS INTENDED THAT THE DEPUTY BE
THE ALTER-EGO OF THE DIRECTOR.

THE STAFF IS ACTUALLY BROKEN DOWN
INTO TWO SEPARATE STAFFS, ONE PROVIDING
THE NORMAL EXECUTIVE STAFF FUNCTIONS AND
ANOTHER, SMALLER STAFF, WHICH CONSIDERS
ONLY THE INTERDEPARTMENTAL PHASES OF OUR
OPERATIONS. THE EXECUTIVE STAFF, HEADED

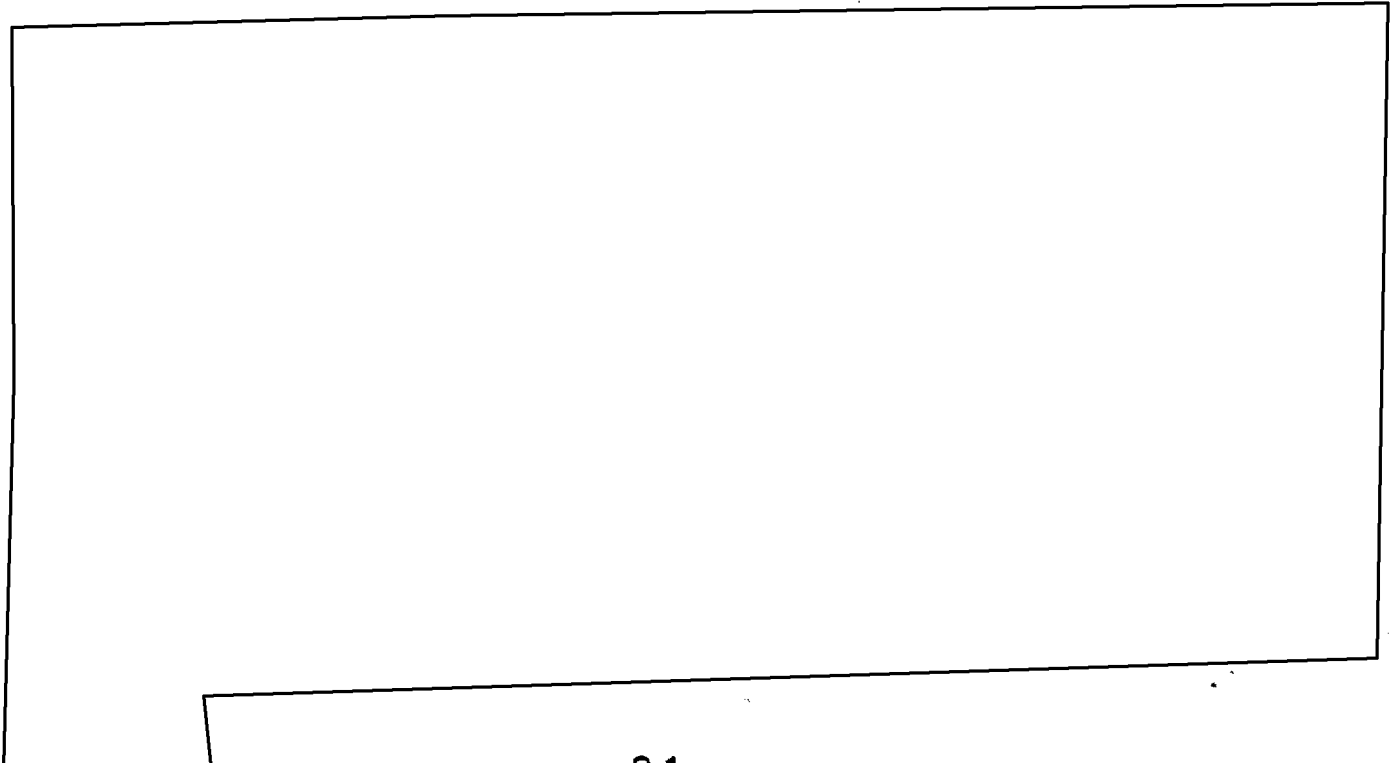
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BY AN EXECUTIVE DIRECTOR, PROVIDES FOR THE
PERSONNEL, ADMINISTRATIVE, SUPPLY AND
SERVICES, INVESTIGATIVE, AND AUDIT FUNCTIONS
OF THE ORGANIZATION ON A WORLD-WIDE BASIS.

NOW AS TO THE ~~FOUR~~ ^{FIVE} MAJOR OFFICES.

THE OFFICE OF OPERATIONS PROVIDES FOR
THE ENTIRE SCOPE OF OUR OVERT COLLECTION
ACTIVITIES AND FOR THE CONDUCT OF CERTAIN
ACTIVITIES OF COMMON CONCERN TO ALL DEPART-
MENTS AND AGENCIES. THIS OFFICE IS RESPON- 25X1



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IT PROVIDES, THROUGH ITS DOCUMENT BRANCH, FOR THE SCREENING OF ALL FOREIGN DOCUMENTS, PERIODICALS, NEWSPAPERS, ETC., FOR INTELLIGENCE PURPOSES.

THE OFFICE OF REPORTS AND ESTIMATES PROVIDES FOR THE RESEARCH AND EVALUATION OF ALL FOREIGN INTELLIGENCE INFORMATION WHICH FLOWS IN FROM ALL SOURCES, ENGAGES IN COOPERATIVE EFFORTS IN THIS FIELD WITH ALL DEPARTMENTS AND AGENCIES, AND PREPARES THE NATIONAL INTELLIGENCE ESTIMATES.

THE OFFICE OF COLLECTION AND DISSEMINATION MONITORS THE FLOW OF ALL INCOMING AND OUTGOING INFORMATION AND INTELLIGENCE MATERIAL AND ASSISTS THE OTHER DEPARTMENTS AND AGENCIES IN OBTAINING THEIR WANTS ON A REQUEST BASIS.

The OSI is concerned in the field of world wide
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THE OFFICE OF SPECIAL OPERATIONS
CONDUCTS ALL ORGANIZED FEDERAL ESPIONAGE
AND COUNTER-ESPIONAGE OPERATIONS OUTSIDE
THE UNITED STATES AND ITS POSSESSIONS FOR
THE COLLECTION OF FOREIGN INTELLIGENCE. IT
OPERATES FOR THE DIRECTOR IN COORDINATING,
IN THE FIELD, THE COVERT AND OVERT INTELLI-
GENCE COLLECTING ACTIVITIES.

YOU WILL REALIZE THE NECESSITY FOR
CENTRALIZING CLANDESTINE OPERATIONS IF WE
DESIRE TO GIVE THE UNITED STATES, FOR THE
FIRST TIME IN ITS HISTORY, AN ESPIONAGE
SYSTEM ON AT LEAST A PAR WITH OTHER GOVERN-
MENTS. IT IS TRUE THAT ONLY ABOUT 15 PER
CENT OF THE FOREIGN INTELLIGENCE INFORMA-
TION COLLECTED BY ALL AGENCIES WILL BE
OBTAINED BY CLANDESTINE METHODS. YET THIS

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GAP MUST BE FILLED AND THE INFORMATION THUS OBTAINED WILL OFTEN GREATLY EXCEL IN IMPORTANCE THE LARGER PERCENTAGE OBTAINED BY OVERT METHODS.

THE COLLECTION OF INFORMATION BY CLANDESTINE MEANS HAS BEEN OVER-DRAMATIZED AND, UNFORTUNATELY, OVER-PUBLICIZED. HOWEVER, I BELIEVE WE SHOULD FRANKLY ACKNOWLEDGE THE NEED FOR AND PROVIDE THE MEANS OF COLLECTING THAT INTELLIGENCE WHICH CAN ONLY BE OBTAINED BY CLANDESTINE METHODS. IN THIS WE ONLY FOLLOW, LATE BY MANY YEARS, THE POLICY AND EXAMPLE OF EVERY MAJOR FOREIGN POWER.

WHEN PROPERLY PROVIDED FOR AND ESTABLISHED, THESE OPERATIONS MUST BE CENTRALIZED IN ONE AGENCY. THE EXPERIENCE OF THE BRITISH

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SECRET INTELLIGENCE SERVICE OVER HUNDREDS OF YEARS PROVES THIS. THE GERMANS VIOLATED THIS PRINCIPLE--AS DID THE ITALIANS AND THE JAPANESE--WITH KNOWN DISASTROUS RESULTS.

FAILURE ALWAYS MARKS A MULTIPLICITY OF SECRET INTELLIGENCE ORGANIZATIONS. STUDY OF MANY INTELLIGENCE SYSTEMS THROUGHOUT THE WORLD, TALKS WITH PEOPLE WHO HAVE OPERATED IN THE FIELD OF SECRET INTELLIGENCE FOR LONG PERIODS OF TIME, AND INTERROGATION OF TOP INTELLIGENCE OFFICIALS OF THE AXIS COUNTRIES, HAVE SHOWN CONCLUSIVELY THAT WHEN THERE ARE SEPARATE SERVICES, THE RESULT IS CHAOS. INTERNAL BICKERING AND SNIPING DEVELOPS BETWEEN THE VARIOUS SERVICES. THERE WERE TOO MANY GERMAN SPY ORGANIZATIONS, EACH OF THEM JEALOUS OF THE OTHER. THEY ALL DEVELOPED A POLICY OF SECRECY, SO THAT EACH MIGHT BE

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THE GROUP TO PRESENT SOME JUICY TIDBIT TO THE LEADERS. COORDINATION WENT OUT THE WINDOW.

IF WE ARE TO ENGAGE EFFICIENTLY IN THE CLANDESTINE FIELD, THE MOST SENSITIVE OF INTELLIGENCE OPERATIONS, WE MUST DO IT WITH FULL REGARD TO THE EXPERIENCE AND METHODS OF THE FOREIGN ORGANIZATIONS WHICH HAVE BEEN SO SUCCESSFUL.

~~IN CONCLUSION~~ I WOULD LIKE TO POINT OUT THAT, AS AN OPERATING AGENCY, CENTRAL INTELLIGENCE IS NOW OVER TWO YEARS OLD AND HAS THE OPERATIONAL RESPONSIBILITY FOR CERTAIN FUNCTIONS WHICH HAVE BEEN IN EXISTENCE FOR MANY MORE YEARS. WE FEEL THAT MUCH IS STILL TO BE DONE IN THE FIELD OF NATIONAL INTELLIGENCE BUT WE ARE ALSO HAPPY

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OVER THE PROGRESS TO DATE. WE HAVE BEEN WELL BACKED BY CONGRESS, THE PRESIDENT, THE CABINET, THE SECURITY COUNCIL AND BY PUBLIC OPINION. WE HOPE WE CAN CONTINUE TO JUSTIFY THEIR TRUST AND CONFIDENCE.

THERE ARE NO DOUBT MANY QUESTIONS IN YOUR MIND AND I REALIZE THAT, FOLLOWING THIS PERIOD, I MUST STAND UP HERE AND "TAKE THEM." I ASSURE YOU THAT QUESTIONS WHICH CAN BE ANSWERED WILL BE ANSWERED FRANKLY AND SINCERELY. I HOPE YOU WILL FORGIVE ME IF I REFUSE AN ANSWER BECAUSE OF SECURITY REQUIREMENTS.

IT HAS BEEN A PLEASURE AN AN HONOR TO BE HERE WITH YOU.

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